State of Palestine
General Personnel Council
Palestinian National School of Administration

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How GPC/PNSA can enhance achieving SDGs?

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Contents

Table list

How GPC/PNSA can enhance achieving SDGs?

Summary:
General Personnel Council-GPC and Palestinian National School of Administration-PNSA are responsible for enhancement the development process of the public administration in Palestine. Through humane resources development. This will create more qualified staffs, to provide better services for Palestinian citizen, which is the optimal goal for the government. In addition, Palestine work to be part of the international society. By Acceptance and working to achieve Sustainable Development Goals-SDGs. State of Palestine designed all the required plans and policies to implement the national goals and SDGs. These plans are National Policy agenda (NPA) 2017-2022.

PNSA missions are divided into four categories: training, networking, research and consultation. All these missions supposed to enhance achieving SDGs. This paper will to explain how PNSA participate in achieve SDGs through its missions. By explain PNSA role in national strategic planning (training and consultation). Check the strategic planning status in Palestinian civil servant. By studying the obstacles, gaps and tool of improvements. This study discuss how research and consultation can improve the achieving SDGs.

Main questions:
- How GPC/PNSA enhance achieving SDGs?
- How integration between PNSA missions can facilitate administrative development?
- How research and data will play important role in training and consultation?
- How PNSA will check the readiness of Palestinian civil servant to apply functional model such as 12-step M&E functional model and 12-step indicators model.

Study problem:
PNSA missions supposed to be harmonized with real needs and fill the urgent gaps between the current situation and the required one. In addition, these missions supposed to be integrated. The training should meet the gaps. Consultation should give the right solution and achieve the goals. All PNSA missions should meet real needs, and redirect the efforts for achieve SDGs.

In Palestinian Civil Servant, Some training courses are accomplished without specific needs assessment. Others without needs assessment. The consultation process is not ready yet.

This paper will give a case study how PNSA missions meet real needs and integrated, also how GPC/PNSA enhance achieving SDGs.

Study important
This paper will figure out how GPC/PNSA roles in achieving SDGs. Because SDGs are very important and crucial for sustainable development. By integration, GPC/PNSA missions to; by give the required guidelines for training and consultations for best practice.

This paper is a case study about strategic planning in civil servant. By develop a training assessment for course in PNSA programs. Then; give consultation for organizations to develop plans, implementation, Monitoring and evaluation and working toward achieve SDGs.

GPC:

The general personnel council is a central organization that is responsible for managing and developing human resources in the public sector by coordination with related organizations. The main missions for the GPC- as explained in civil service law:

- Proposing the required modifications on civil service law, consulting with related organizations.
- Monitoring and auditing the application of the civil service in public sector organizations.
- Facilitating the procedures in human resources management.
- Recruitment and promotion in the public sector through coordinating with related organizations.
- Coordinating and managing human resource development with related organizations.
- Following up the public employees from recruitment until retirement.
- Archiving system and HRMIS for the public sector.[1]

PNSA:

A public institution committed in contributing and bringing about distinguished performance of the Palestinian public servant, in addition to private sector and civil society organizations, based on principles of good governance, justice, and equal opportunities to provide services in all sectors, ultimately attaining the satisfaction of the Palestinian Citizen

PNSA Roles and Responsibilities

- Building and developing cooperation at various domains of public administration between the PNSA and Arab and international organizations in order to benefit from experience and expertise in this domain
- Effective participation in the efforts invested in bringing about administrative development, and in adopting methodology of complementarity of roles through coordination and cooperation with private and civil society institutions
- Fostering governance and effective administration, and instating the public service culture in its proper framework, and in accordance to the best administrative practices
- Upgrade the performance of the civil service apparatus in order to attain the ultimate goal of building the state institutions and fostering public administration, and in attaining the contentment of the citizen in receiving services of high quality from the public institutions[2]

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[1] Civil service law 2005

[2] http://pnsa.gov.ps/ar/content/92#

These missions are achieved through the following components. As figure 1[3] shows:
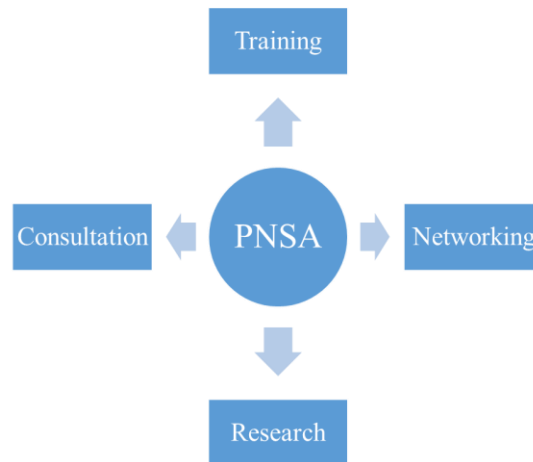

Figure 1 PNSA missions

The previous components are very effective and important for public administration and administrative development in Palestine.

Leadership training program-LTP:

It is a program to promote and develop the candidates from middle management to hold senior positions in the public sector and others sectors through modern and distinguished training programs, interactive training methods and the enhancement of leadership and managerial skills among trainees.[4]

This training is one-year training program. Dividing to four semesters. Like the figure 2 shows:

Theoretical Semester Three months	Practical Semester Three months	Internship Tow months	Graduation Four months
• Teamwork Management • Public administration and basic laws • Public Finance • Management and Leadership • International Relations and Globalization • Languages (English and Hebrew)	• Change management and leadership of human resources • Public Policy and strategic planning • Diplomacy and international cooperation • Economic and social indicators • Languages (French) • Speak to the public • Management of localities	• Tasks related to leadership • Prepare required and important reports for the host institution. • Formulating some administrative decisions to simulate senior management in institutions.	• Be a public issue of high interest. • Be innovative • Realistic recommendations • Right decisions to solve the problem and develop work • •Improve the quality of services.

Figure 2 LTP main components

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[3] http://pnsa.gov.ps/ar/content/92#

[4] http://pnsa.gov.ps/ar/content/92#
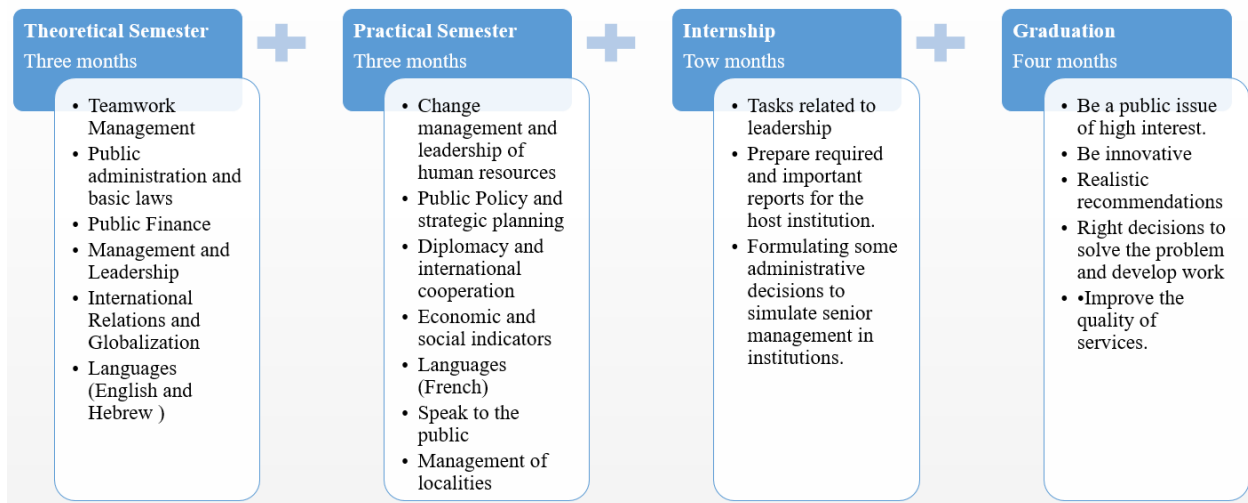
Integration between PNSA missions for LTP

These missions have to be integrated to achieve the ultimate goal (upgrading the public administration). In this paper, the integration between all components, according to:

- Networking and partnership with local and international organizations to knowledge exchange related to leadership programs.
- Develop the training curriculum, methodologies and evaluation.
- During training, trainees will achieve many research and studies related to public policies and development at national level.
- The trainees through internship and graduation project will provide organization with consultation. Some of them will work also as trainers and researchers
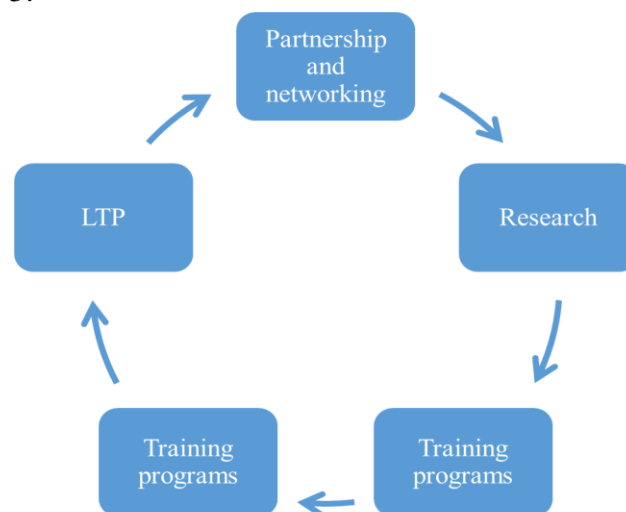- The evaluation and feedback

According to the figure 3:

Figure 3 Integration between PNSA components to achieve LTP

The results of the survey will be reflected to the LTP curriculum/ strategic planning module and consultation. To produce more practical training program. In addition, this module will redirect the strategic planning toward achieving SDGs.

Literature review

After Palestine agreed on SDGs, Palestinian government started to work for achieve SDGs along with national goals and priorities. By producing national policies agenda (NPA), which represents the future vision for Palestine in from 2017-2022.

A. Sustainable development goals-SDGs

The United Nations 2030 Agenda for Sustainable Development (2030 Agenda), with its 17 Sustainable Development Goals (SDGs), will guide the international community over the coming 15 years. It aspires to ensure prosperity and well-being for all people, while protecting our planet.[5]

B. National Policy Agenda 2017-2022

The 2017-22 National Policy Agenda: Putting Citizens First sets out the strategic directions that will guide preparations for the end of occupation and development of strong, citizen-centred

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[5] The suitable development goals are coming to life

public institutions. To implement our Fourth National Plan successfully will require a collective effort by central and local governments with civil society organizations, the private sector, academic institutions and our international development partners. In presenting this Agenda, it is recognized that words are just a starting point. To be meaningful, they must be translated into sustainable actions that provide hope for tomorrow while improving the lives of our people today.[6]

C. Strategic planning

There are many forms for Strategic planning process. The most famous one is ten-step Strategy Change Cycle. As shown in Figure 4[7]:
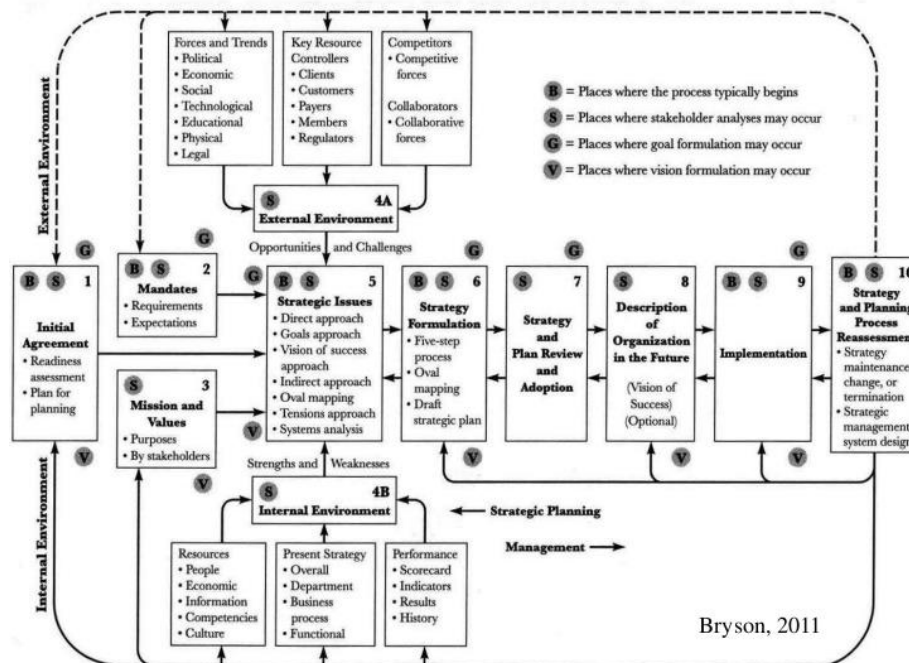

Figure 4 Ten-step Strategy Change Cycle

This cycle gives the most detailed model of strategic planning. Which is work very well with pubic and governmental organizations.

D. Monitoring & Evaluation-M&E

Monitoring is the routine collection and analysis of information to track progress against set plans and check compliance to established standards.[8]

Evaluations involve identifying and reflecting upon the effects of what has been done, and judging their worth.[9]

There are many systems and models for M&E. The most two famous Monitoring and evaluation systems are:

- Ten Steps to a Results-based M&E System. As shown in Figure 5:

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[6] National Policy Agenda 2017-2022 Putting Citizens First
[7] Strategic planning for public and nonprofit organizations
[8] Project/programme monitoring and evaluation (M&E) guide
[9] Project/programme monitoring and evaluation (M&E) guide

Figure 5 Ten Steps to a Results-based M&E System

- The 12 Components of a functional M&E system as shown in the Figure 6[10]:

Figure 6 The 12 Components of a functional M&E system
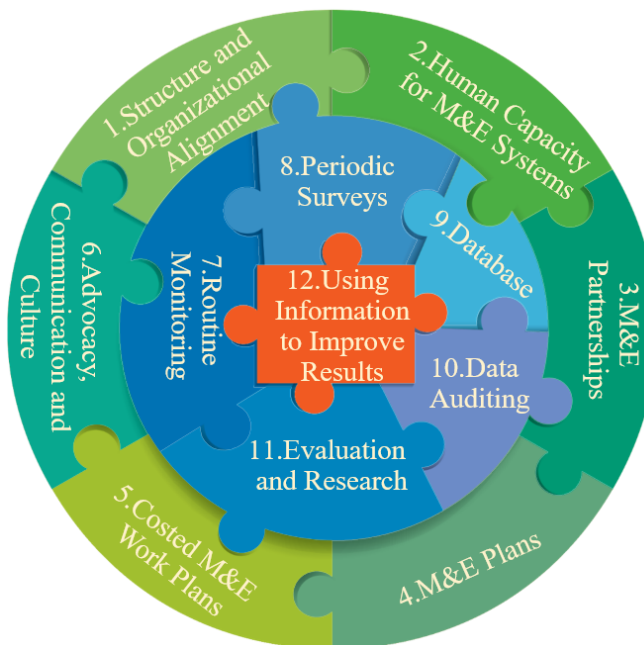
E. Indicators

According to DAVID PARMENTER, indicators classified to four types:

KPI: key performance indicator

PI: performance indicator

KRI: key result indicators

RI: result indicator

The most suitable model for performance and result indictor is a 12-Step Model. As Figure 7:

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[10] Making Monitoring and Evaluation Systems Work: A CAPACITY DEVELOPMENT TOOLKIT.

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SMT commitment → Establishing a "winning KPI" project team → Establishing a "just do it" culture and process → Setting up a holistic KPI development strategy
                                                                                                                      ↓
Selecting team-level performance measures ← Recording of performance measures in a database ← Identifying organization-wide critical success factors ← Marketing KPI system to all employees
  ↓
Selecting organizational winning KPIs → Developing the reporting frameworks at all levels → Facilitating the use of winning KPIs → Refining KPIs to maintain their relevance
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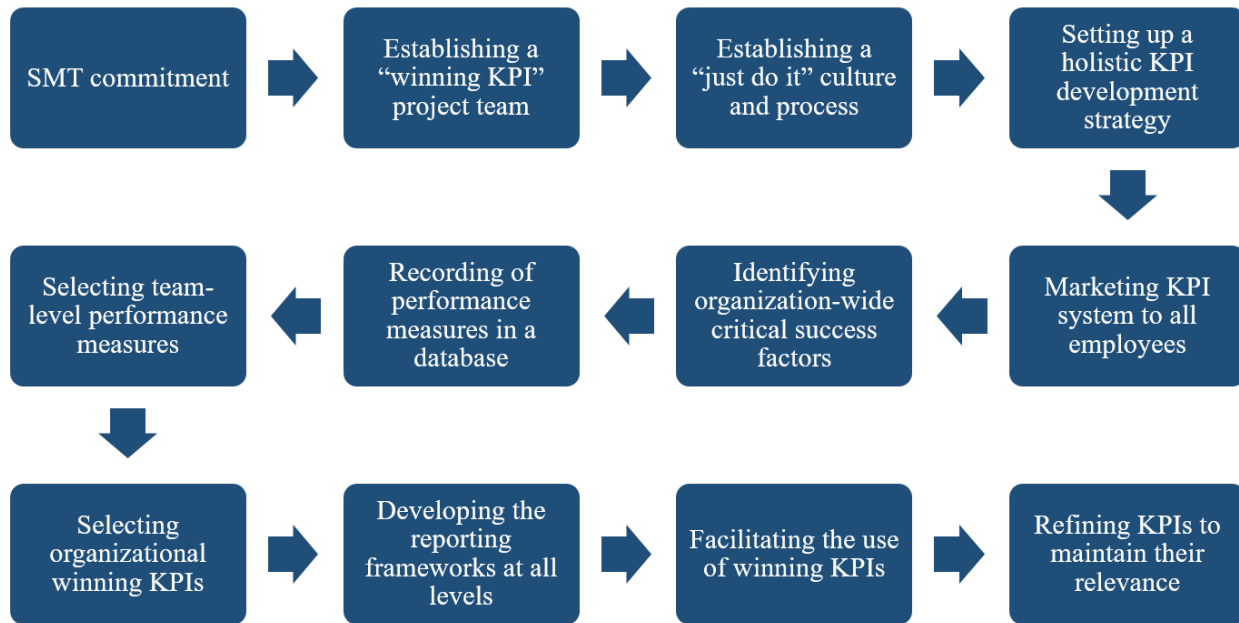
Figure 7 Indicators: A 12-Step Model

Methodology:

To have better understanding about strategic planning-SP and M&E in Palestine; a survey for M&E in Palestinian governmental organizations. This survey consists of six parts (SP in Palestine, SP in each organization, SP obstacles, M&E status, and Indicators status). This study will show the main obstacles for SP and M&E, the intervention areas to improve the M&E. This survey targets the strategic planners in each organization (30 organizations from 83 organizations- all governmental organizations in Palestine). Finally, this study will assess the relations between these obstacles, and the tools of improvements. All those will be used as need assessment for SP training module in LTP and consultation in PNSA.

Sample

In this research; organization (30 organizations from 83 organizations). These 30 organizations are the main organizations in civil servant sector. With large number of employees and have crucial effect in different sectors. Strategic planning department in each organization were targeted by this survey.

Hypothesis

To understand the relations between variables; many hypothesis in this research;

- There is relation between knowledge of strategic planning and the success of planning
- There is relation between knowledge of strategic planning and planning obstacles.
- There is a relation between the monitoring and evaluation (M&E) and current planning obstacles
- There is a relation between the indicators and planning obstacles

The hypotheses were tested using sig=0.05.

Survey analysis:

The survey consists of six parts:

- Job information
- General background and experience about strategic planning references
- The status of strategic planning in each organization.
- Strategic planning obstacles
- Monitoring and evaluation best practice (by study the current situation and what is the needs to develop and apply 12-functional M&E system to enhance the performance)
- Indicators best practice (by reveal the main mistakes in using indicators, how indicators can enhance M&E)

SPSS analysis summary:

To assess the relations between survey variables. SPSS analysis are used to figure out the following relations. SPSS analysis shows that:

- There are strong relation between the SP-knowledge and statue of SP in the organizations. Which is a good indicator; planners use their knowledge in design suitable plans.
- There is relation between SP-knowledge and SP-obstacles.
- There are no relation between job ranking and strategic planning knowledge, which is good indicator; all management levels are familiar with strategic planning issues.
- Knowledge in SDGs indicators has strong relation with M&E and indicators. Which means, knowledge will affect M&E and indicators.
- Knowledge in NPA indicators has strong relation with required M&E and indicators. Which means, knowledge will affect M&E and indicators.
- There is no relation between SP-knowledge and current M&E level.
- There is no relation between SP-knowledge and current indicator.
- There is no relation between current or required and current or required indicator level
- There are relation between knowledge of strategic planning and the success of planning. By data analysis.
- There is no relation between knowledge of strategic planning and strategic planning obstacles.

Part one: general information:

Job rank (High, middle and operational), Gender, Academic qualification and Experience. Figure 8 shows the results:
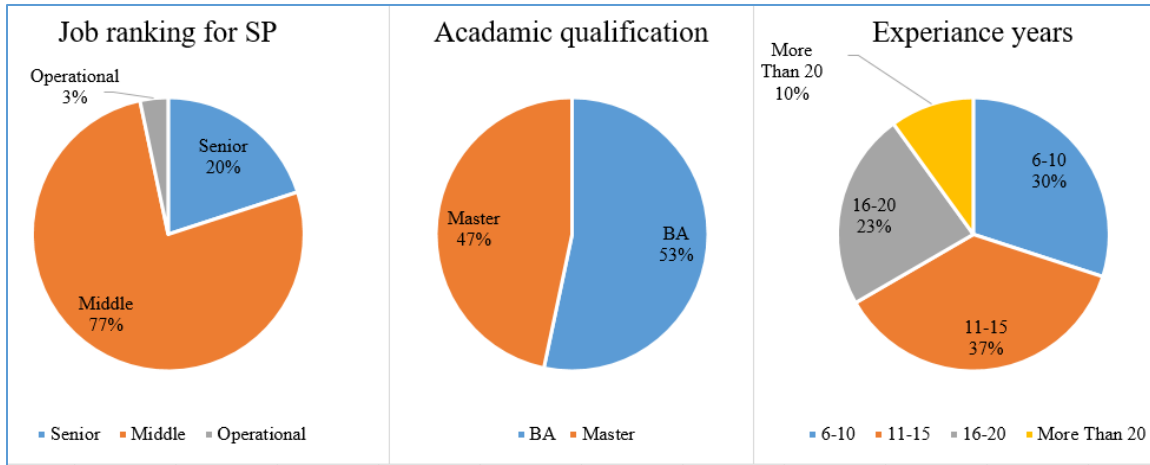
Figure 8 job information for targeted group (strategic planners in Palestine)

The previous figure shows:

- Most of the planner are from senior and middle management. It is good indicator to have this high managerial level for SP. Even it is important to have more senior managers in this field.
- Another good indicator, about the academic qualification. All strategic planners are qualified with academic certifications
- For the experience, it is in the general situation. Diversity of experience.

Part two: About the knowledge in strategic planning references

In order to be used in planning, M&E and indicators in the organization. As shown in table 1.

No	Item	Results
1.	Level of knowledge in NPA	
2.	Level of knowledge in SDGs	
3.	Level of knowledge in NPA indicators	
4.	Level of knowledge in SDGs indicators	
5.	Level of knowledge in NPA interventions	
6.	Level of harmonization with NPA	
7.	Level of harmonization with SDGs	
8.	Is budget connected with strategic planning?	

Table 1 Knowledge in strategic planning references

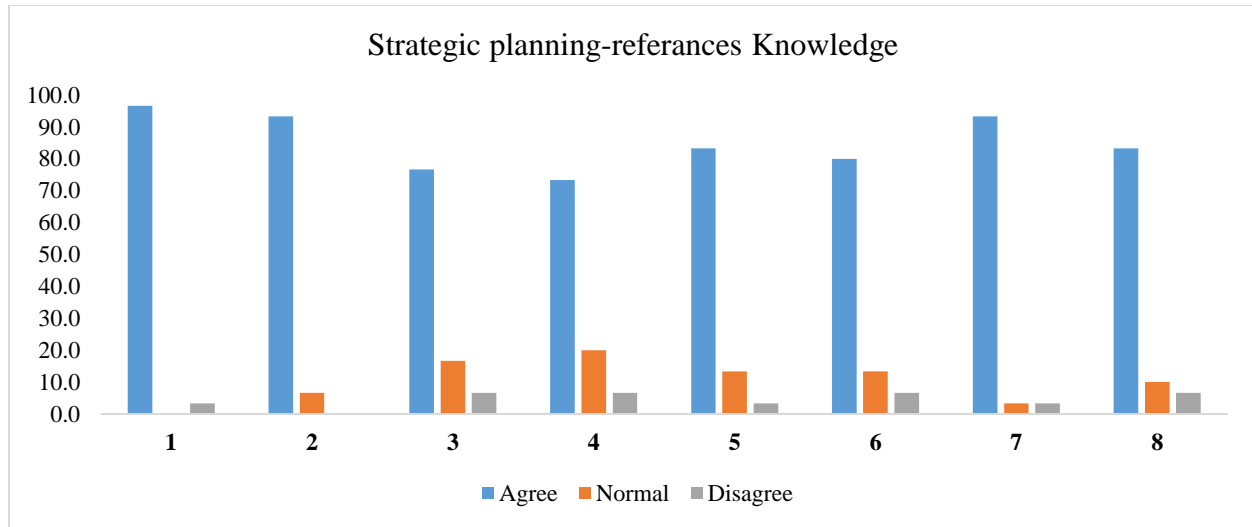Analysis the data shows in the following figure:

Figure 9 knowledge in strategic planning references

Figure 9 shows that strategic planning references and knowledge have very good level. Almost all planners know the references for plans and M&E. Training will meet the gap of any lack of knowledge. The previous figure shows the urgent gaps and are of intervention for training.

Part three: strategic planning in the organization.

This part assess the strategic planning design and implementation. As table 2 shows:

No	Item	Results
1.	Vision, Mission and strategic objective are clear to the staff	
2.	The staff of the organization are consulted when designing the plan	
3.	Implementation responsibilities are clear in the Strategic Plan	
4.	The implementation is harmonized with planning	
5.	The plan is designed to be a document of action with all its contents	
6.	The cost of preparing the plan is commensurate with the return	
7.	Does planning contribute to development?	

Table 2 strategic planning in the organization

The result are shown in figure 10:

Figure 10: strategic planning in your organization

Analysis the data shows:

Strategic planning design and analysis is clear to every participants. Staff participation is good. Implementation responsibilities are clear, so everyone knows his role. Which reduce overlapping and efforts duplication. As a result, strategic planning is an important factor for development. But for the implementation; it doesn't reflect all the planning activities. That means; many planned goals are not achieved in the required form and time. However, results shows that cost of design SP and M&E is high comparing to the return. As figure 11 shows:
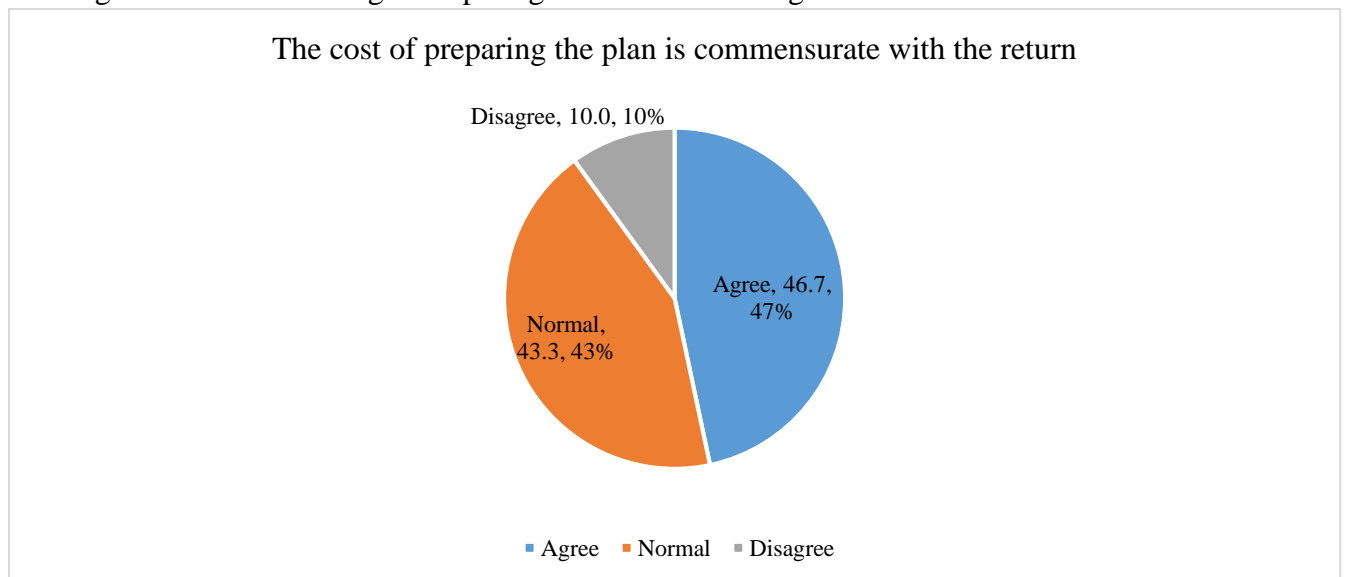

Figure 11 The cost of preparing the plan is commensurate with the return

This figure shows that ROI (return on investment) of the design efforts and the return from plan are not clear. This needs more efforts in promoting M&E, and use information in improving the results.

Knowledge of strategic planning ad success of plans:

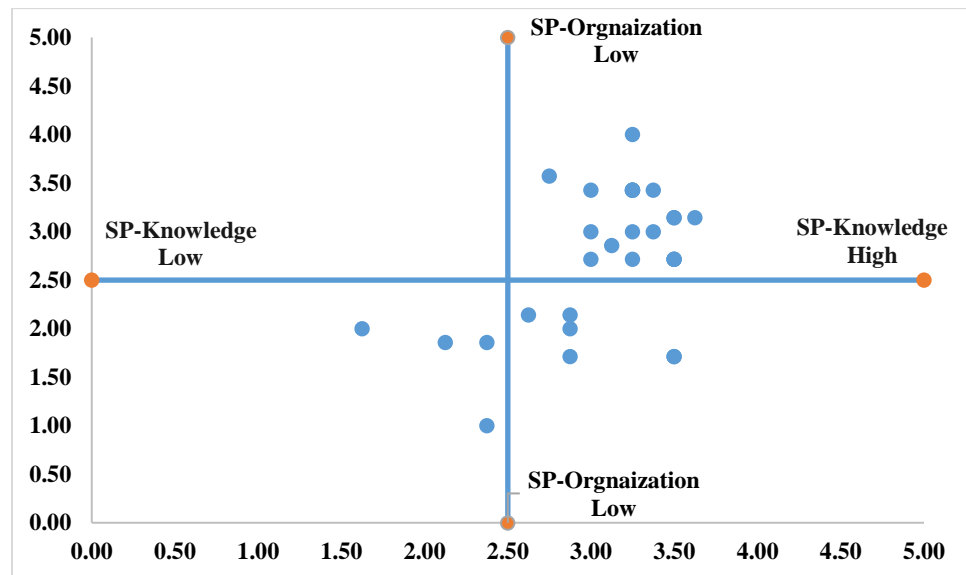In this part, checking the relation between knowledge of strategic planning and the success of planning

Figure 12 Quadrant Graph Format for SP-Knowledge and SP in each organization

Dividing figure 12 to four quadrants (SP and SP-Knowledge), this produces four quadrants, they implies as following:

- SP-knowledge is high with SP in each organization is high: the majority of targeted group shows that; SP-knowledge is good and SP is good. This situation has to be enhanced.
- SP-knowledge is high with SP in each organization is low: this mean qualified planners but there are others obstacles. Later will be discussed.
- SP-knowledge is low with SP in each organization is high: no such a case. This mean that SP in Palestine is rational (knowledge is the basic pillar of planning). No SP-knowledge; then no planning.
- SP-knowledge is low with SP in each organization is low: This means that there are some lack of SP knowledge and skills in some organization. Training will be one of the solutions

Part four: Strategic planning obstacles:

In this part, the most important obstacles are mentioned and each obstacle has five ranks (V. High, High, Normal, Low, V. Low). Table 3:

No	Obstacles	Results
1.	Level of strategic planning reality	
2.	Funding obstacle-Lack of funding	
3.	Lack of support from senior management	
4.	Lack of incentives (all types of invectives)	
5.	Lake of knowledge about strategic plan	
6.	Lack of periodic meetings about strategic plan	
7.	No communication plan between stakeholders	

8.	Time full of daily missions (operational work)	
9.	Strategic plan not related directly to organization scope	
10.	Accountability obstacle-Lack of accountability	
11.	Delegation of authority obstacle-Lack of delegation	
12.	Lack of partnership plan	
13.	Lack of training about strategic planning	

Table 3 strategic planning obstacles

The results are shown in figure 13:

Note: In this diagram (to make easy to the five ranks transferred to three levels: Agree, Normal and Disagree). Transform the five scale to three.
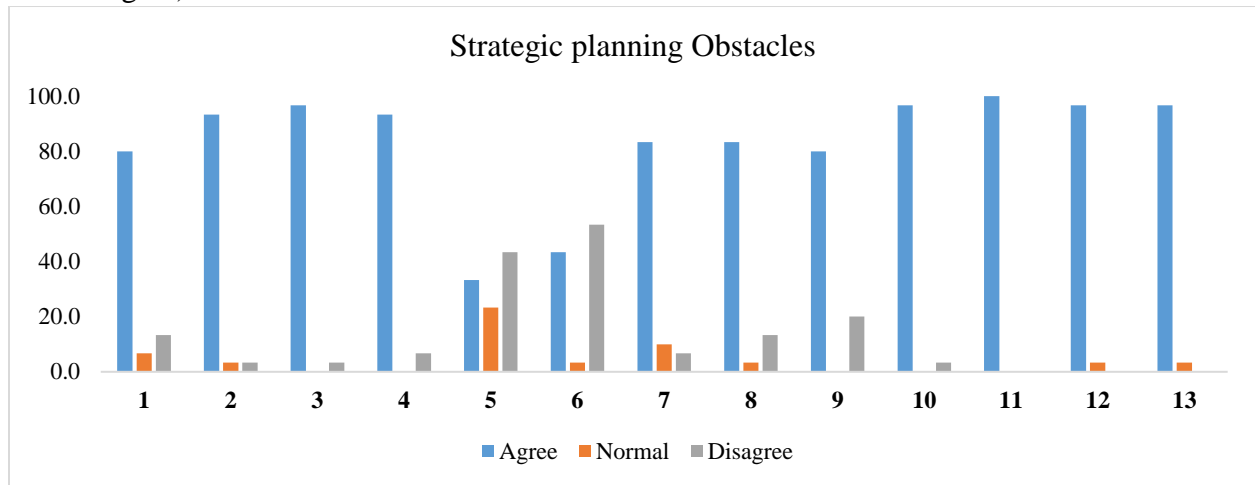

Figure 13 Strategic planning obstacles

Figure 13 shows:

- As the figure shows different obstacles level.
- For the obstacles (Lack of knowledge about strategic plan and Lack of periodic meetings about strategic plan) have low priority. Which shows that inside each organization there are good coordination level and all staff know about plans. Unfortunately, the communication and partnership inter-organizations still needs more efforts.
- These data gives direction in training curriculum and consultation.

Important notes: checking some obstacles, in order to have more understanding.

The obstacle "7. No communication plan between stakeholders". The results are shown in figure 34:
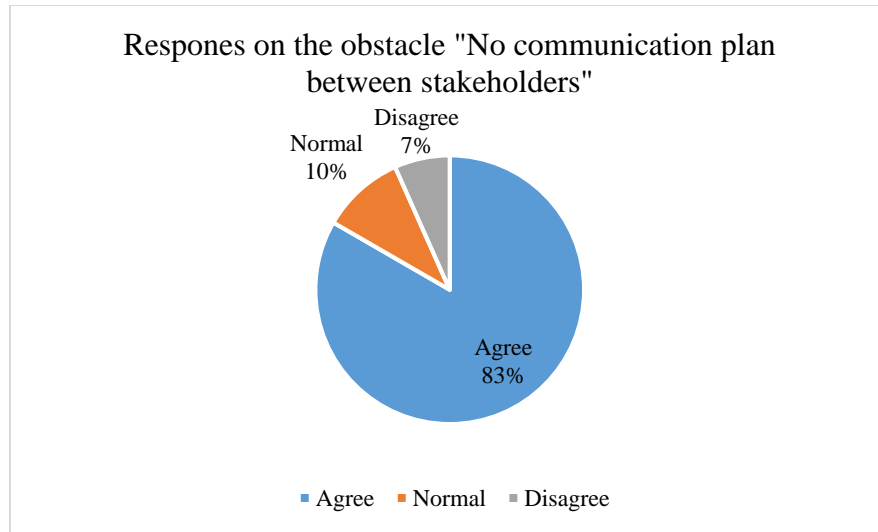
Figure 14 Response on the obstacle "No communication plan between stakeholders"

Figure 14 shows how big this obstacle is. Coordination and value chain analysis are mandatory for this. Value chain shows the relations between goals as inputs and outputs.
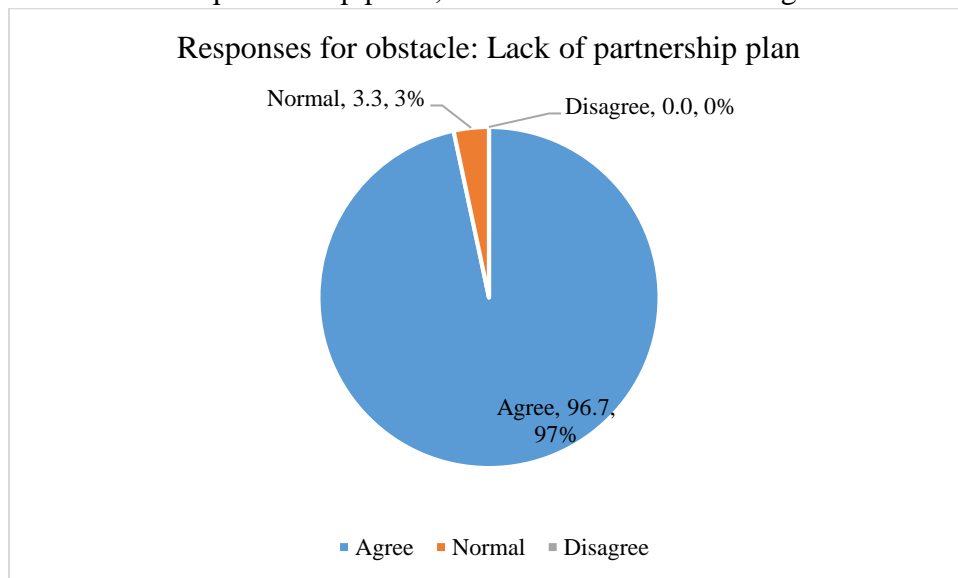The obstacle: "12. Lack of partnership plan"; the results are shown in figure 15:

Figure 15 Responses for obstacle: Lack of partnership plan

It is clear that; partnership plan is real obstacle for the same previous reasons.
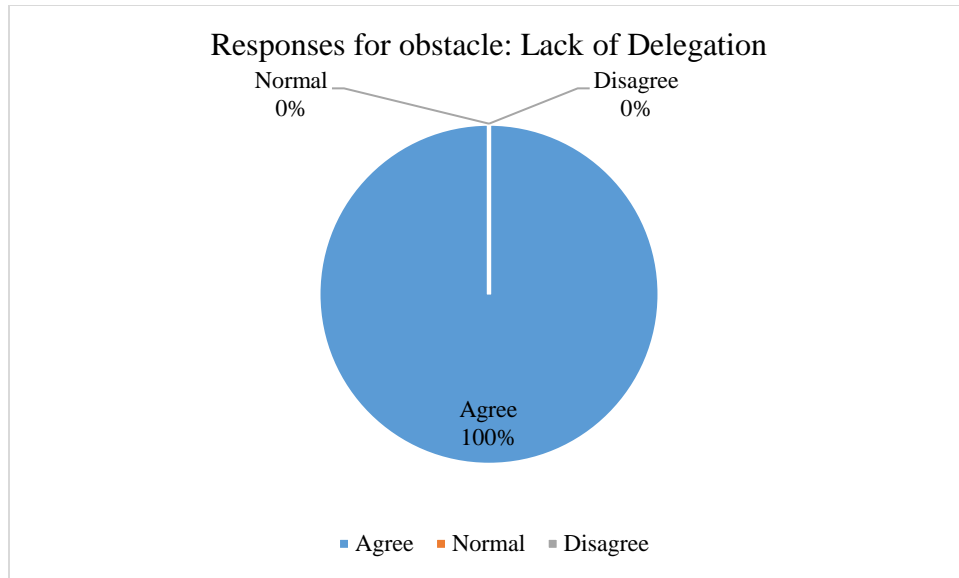The obstacle: "11. Lack of delegation" the results are shown in figure 16:

Figure 16 Responses for obstacle: Lack of Delegation

Additional clear obstacle is lack of delegation. Usual obstacles, not for planning or M&E only, but for any HRD or HRM. Enhance delegation authority is necessary for M&E and indicators success.

Knowledge of strategic planning and success of plans:

In this part, checking the relation between knowledge of strategic planning and the strategic planning obstacles
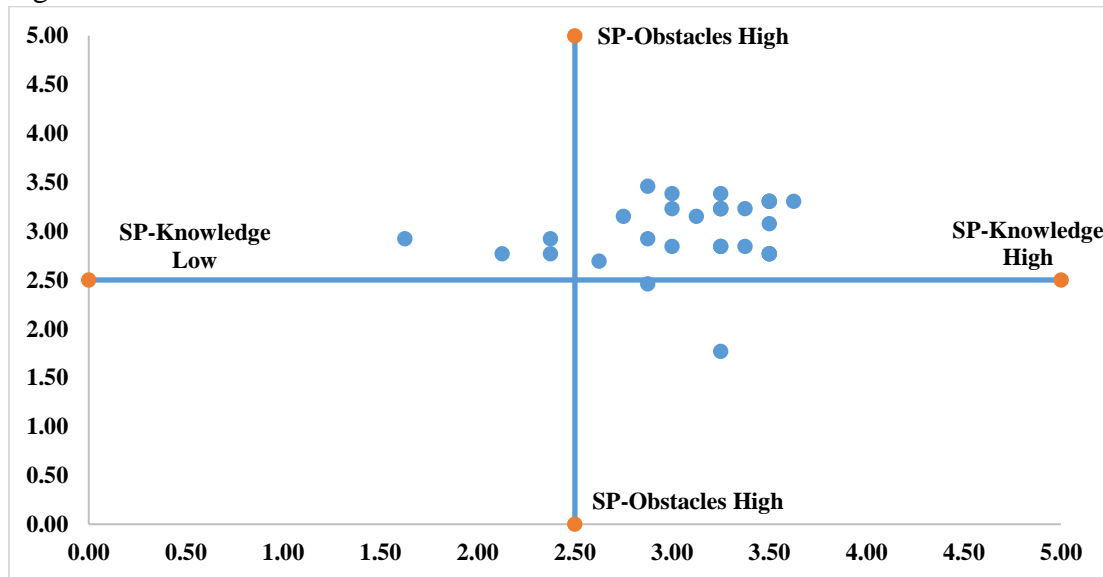

Figure 17 Quadrant Graph Format for SP-Knowledge and SP-Obstacles

These four quadrants implies:

- SP-knowledge is high and SP-obstacles is high: when planners design a suitable plans; there are many obstacles. They know what they are doing, and the obstacles of their plans.

- SP-knowledge is high and strategic SP-obstacles is low: in very minority organizations. Some organizations have good resources and coordination plan; strategic are achievable and obtainable.
- SP-knowledge is low and SP-obstacles is high: some plans very simple and not strategic; so no obstacles. For this situation, lack of knowledge is the main reason.
- SP-knowledge is low and SP-obstacles is low: this means planners they know how to plan and they know the obstacles.

All these hints show different image of the decision makers to achieve more effective

Part five: is about applying (12 step M&E function model)

By asking about every step in the 12-step M&E functional model (current situation and the required situation). According to table 4:

No	Item	Current situation	Required situation
1.	Senior management commitment	2.43	4.57
2.	Structure and Organizational Alignment for M&E Systems	2.33	4.37
3.	Skilled M&E team	2.17	4.27
4.	M&E Partnerships plan	2.30	4.37
5.	M&E Plans and log frame	2.30	4.37
6.	Availability of cost M&E Work Plans	2.30	4.33
7.	Advocacy, Communication and Culture for M&E Systems	1.87	4.27
8.	Routine Monitoring	2.07	4.33
9.	Periodic Surveys	2.33	4.33
10.	Databases Useful to M&E Systems	2.20	4.27
11.	Supportive Supervision and Data Auditing	2.17	4.37
12.	Evaluation and Research	2.67	4.60
13.	Using Information to Improve Results	2.30	4.50

Table 4 apply 12 step M&E function model

The results of targeted group are explained in the figure 38:
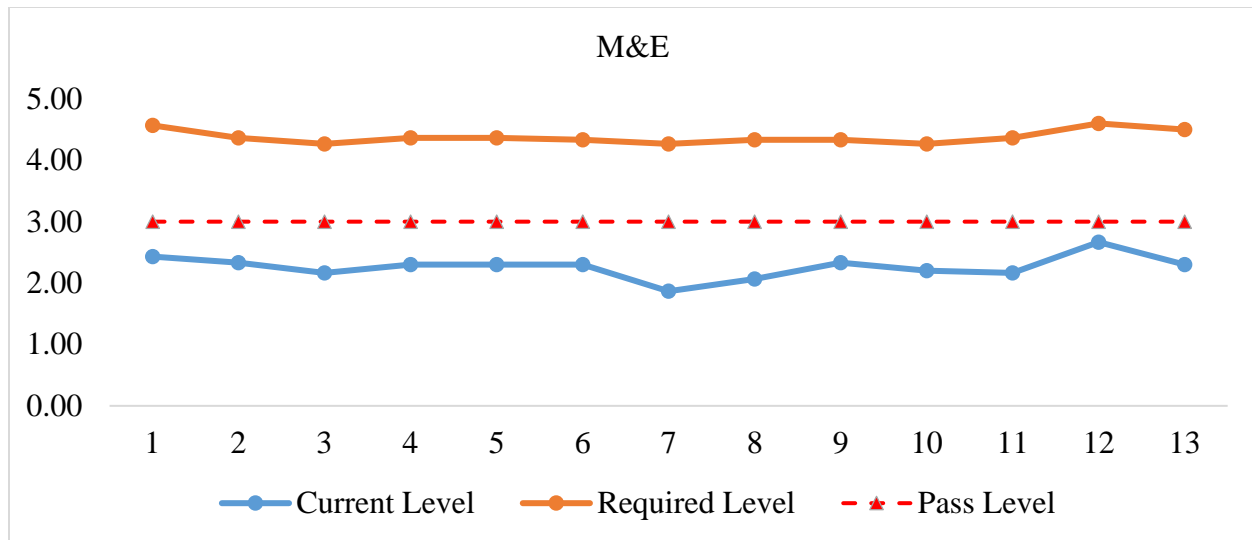In this diagram: the highest required scale: five. The pass level: three.

Figure 18 the current environment for apply 12 step functional M&E

Figures 18 shows:

- The strategic planners know that 12 step functional is the best solution for M&E in Palestine, because most of them see that all steps needs to be applied in the ideal situation (required situation)
- The current situation need more efforts; no step reach the pass level (if we supposed it 3).
- Communication plan between stakeholders has the biggest gap. Which is real obstacle. It needs more efforts.
- The research and evaluation-E&R has the smallest gap to be in the pass level.
- Use the results to improve the results needs some additional work.

Part Six: is about applying (12 step Indicator model)

By asking about every step in the 12-step indicators model (current situation and the required situation). According to table 12:

No	Item	Current situation	Required situation
1.	Senior management team (SMT) commitment	2.40	4.37
2.	Team commitment with KPI	2.30	4.43
3.	KPI report flow	2.30	4.23
4.	Team specialized in KPI	2.33	4.30
5.	Establishing a "just do it" culture and process	1.77	3.90
6.	Setting up a holistic KPI development strategy	2.67	4.50
7.	Marketing KPI system to all employees	2.03	4.33
8.	Identifying organization-wide critical success factors	2.07	4.30
9.	Recording of performance measures in a database	2.27	4.47
10.	Selecting team-level performance measures	2.40	4.33
11.	Daily work related to KPI	2.00	4.27
12.	Developing the reporting framework at all levels	2.33	4.23

13.	Facilitating the use of winning KPIs	2.37	4.27
14.	Refining KPIs to maintain their relevance	2.07	4.13

Table 5 applying 12 step Indicator model

The results of targeted group are explained in figure 19:
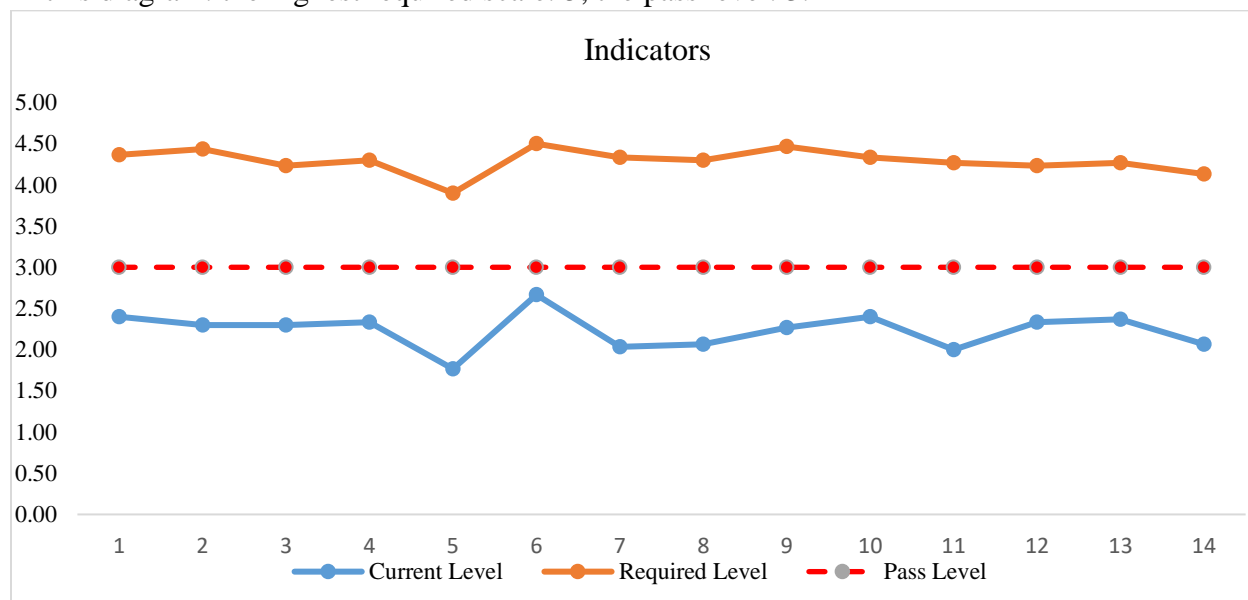In this diagram: the highest required scale: 5, the pass level: 3.

Figure 19 the current environment for apply 12-step indicator model

Figure 39 shows:
- The strategic planners confirmed that (12-step indicators model) is the best solution for measurements system in Palestine, because most of them see that all steps needs to be applied in the ideal situation(required situation)
- The current situation for indicators needs more efforts. No step reach the pass level (if we supposed it three).
- Planners do not have "just do it" culture. It is the biggest gap. Planners think it will be useful all the time to have external consultant. They need more time to have decisions.
- The harmonization between indicators and plan is almost in the pass level. Which is good sign.
- Use the results of indictor's reports in improving the results, not working very well.

Analysis the relations between strategic planning and M&E and indicators:
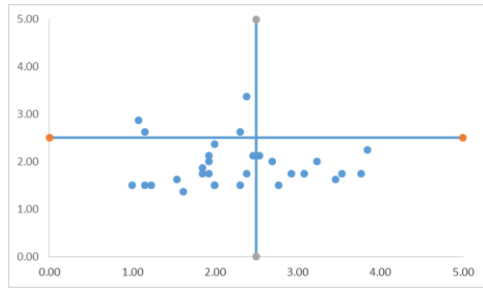Strategic planning knowledge with current and required M&E level:

Figure 20 SP-knowledge with current M&E

Figure 21 SP-knowledge with required M&E

From the previous figure, knowledge is important to make better performance. That mean training will be one of the main solutions.

Strategic planning knowledge with current and required indicators level:

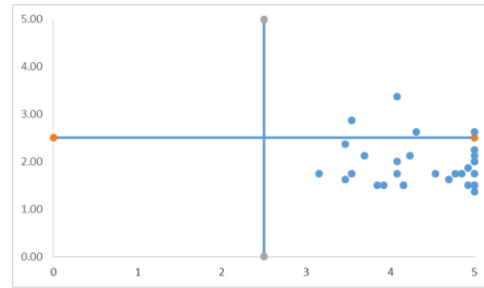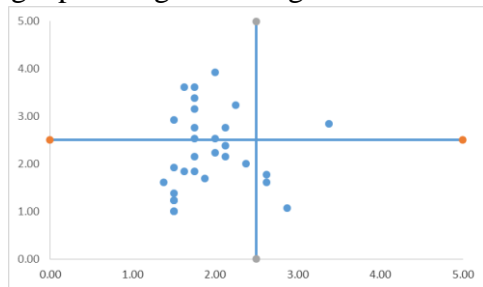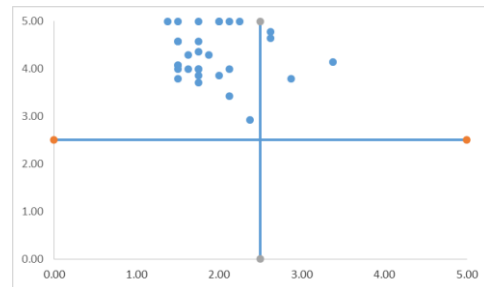

Figure 22 SP-knowledge with current M&E

Figure 23 SP-knowledge with required M&E

From the previous figure, knowledge is important to make better performance. That mean training will be one of the main solutions for issues are shown in the previous figures.

Reflection to the training module

Designing the training (LTP/ public policy and strategic planning) according to the needs assessment to meet the gaps in performance. The training module contains:

- Divide strategic planning module to three parts: strategic planning, monitoring and evaluation, indicators.
- Sustainable development goals-SDGs 2030 (goals, targets and indicators)
- National policy agenda-NPA 2017-2022 (pillars, national priorities, national policies and interventions)
- The relations and integration between SDGs and NPA
- Plan analysis and design.
- Action plan
- Monitoring and evaluation theoretical background. 12 functional
- Design M&E plan for each strategic plan according to 12 functional
- Indicators- theoretical background. 12 step module.
- Design required indicators for each strategic planning
- Design report format. With suitable feedback system
- Case study from Palestine case.

After Strategic planning module is designed, with these compensates; training module is more practical. In addition, it is supposed to have the required impact.

21

Reflection to consultation:

For the consultation mission; this study give a comprehensive design for planning in civil servant organizations. This consultation will contain the following:

- Solving the strategic obstacle by show very detailed obstacles. With priorities for them.
- The required knowledge for strategic planning
- Best practice for monitoring and evaluation, how to apply them in the field
- Best practice for indicators, how to apply them in the field
- Using data for feedback for reporting and decision making

Results after applying the training:

The results of training course were optimistic. According to the evaluation results in table 6:

No.	Item	Results
1.	The material meet training goals	84.7%
2.	Efficiency of training	88.3%
3.	Sequence of topics and subtopics	84.3%
4.	Case study	83%
Average		**85%**

Table 6 evaluation of Strategic planning module

Which is good results, in total the curriculum obtained 85% which is very good in PNSA standards.

Results and Recommendations:

- Agreement SDGs is very important for state of Palestine. Also, work to achieve them and using suitable tools to following up. This will be the main factor for successful implementation.
- PNSA has crucial work to enhance achieving SDGs, PNSA work as a think tank for that. Provide suitable training. Providing suitable consultation based on experience and practical studies.
- More senior management for strategic planning is very important for plans success.
- Training is main part of for any best practice or new practical model. The training should meet the all required needs. This training contains sub titles and all practical procedures
- Best practice such as Applying 12-step M&E functional model and 12-step indicators model are applicable. Under all conditions, readiness assessment is highly needed.
- Readiness assessment will test the current situation and the requirement for apply M&E.
- Planning is divide by four process: strategic planning, action planning, M&E and indicators. It will be suitable to design training course to be divided and integrated according to these four stages.
- For the organization structure should be suitable for strategic planning, action planning, M&E and indicators, just one unit for all will not be effective
- Delegation is important. We proposed training course for senior management to enhance the delegation culture. With enhancing accountability.

- M&E and indicators will be effective if it contains good information. Having good information, will not work without proper reports, proper reports will not work without clear presentation.
- Any consultation or training should be developed according to evidence based action. For the recommendations part: it should present the findings, causality relations (evidence), conclusions, recommendations, finally the required actions. All these steps should be clear and present in very simple way.
- Partnership, communication and promotion plans are the best supportive plans for your goals. Give them the required time and efforts.
- Public policy and strategic planning is very important module for leadership training program. It enhances the strategic thinking and strategic management.
- For planning obstacles; find them, prioritize them, design corrective action for them, solve them and report the results.
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Future work:

As future work for this paper, enhance research and studies for all PNSA missions and components; especially for training and consultation. Studies and data can reveal all real gaps, obstacles and areas of intervention.

Consultation will be the next step after training. For strategic planning and other topics related to public administration and development in state of Palestine.

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